

## THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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## A Message From Your President

ART MacKINNEY

This has been an unusual fall for me since it included two extended trips to foreign countries. The first was to England and Ireland where I attended a conference and worked on establishing international exchange programs for my University. The second was to Taipei, Hong Kong, and Canton, and the trip had some direct relevance to Division 14. First, I attended a conference in Taipei (they paid the bill or I couldn't have made the trip) and presented a paper linking international education and the U.S. urban university. Since I was in the neighborhood, I also volunteered to talk at some area universities and colleges about I/O psychology. I spoke at National Taiwan Normal University in Taipei and at Hong Kong Baptist College in Hong Kong. My talk was at an introductory level, targeted to undergrad students. I oriented the talk about some frequently asked questions about our field: Where did it come from?, What are the major subspecialties?, What are some of the major questions in the field?, What education is required?, Where are I/O Psychologists educated?, Where are I/O Psychologists employed? I found the teaching of I/O psychology at these schools virtually nonexistent. So, if some of you are interested in a brief teaching stint in the Orient, it might well be arranged. Let me know.

Perhaps some of you have seen the proposed revision of the *Uniform Guidelines on Employee Selection Procedures* just produced by a subcommittee of psychologists working within the Equal Employment Advisory Council, and which included several members of Division 14. If you have seen them, and have comments, please send them to me and I will see that they get forwarded to the right people. I have sent copies of the proposed revision to the Executive Committee with the request that they study it and be prepared to decide (at our January Executive Committee meeting) whether to endorse the revision, say nothing at all, or make some statement in between these two extremes. My own opinion is that this revision probably comes closer to the prevailing view of the majority of Division 14 members and it is more consistent with our own *Principles for Validation and Use of Personnel Selection Procedures* than is the current version. Again, input from members would be available.

I want to report to you that we have had an overture for exchange of visits with our counterparts in the People's Republic of China. Thus I have written an initial proposal letter in this regard to the "Preparatory Committee for Chinese National Association for Behavioral Studies" in Beijing. The overture from them proposes a visit for late 1982. My initial thought, should this come to pass, is that we would send a delegation of Division leaders at their own expense, who would in turn host a similar group from the P.R.C. in 1983. While I have no idea of what the possibilities might be for open seats on the visit, I would welcome expressions of interest from members who would be interested in joining such a group. Obviously, the number in the total party cannot be large.

Finally, let me remind you that as you read this it is time for planning your trip to the annual meeting in Washington, August 23-27. See you there.

## Profile: Robert M. Guion

One of your recently elected Council Representatives, **Robert M. Guion**, was born in Indianapolis, Indiana one year after Freud published his classic principles and practices of "Measurement in Vocational Psychology" (1923). Raised in Indiana, he went to the State University of Iowa for his undergraduate education, interested in a chemistry major but after one semester he was drafted into the Army for a 3 year stint. It was during his tour of duty that he developed his interests in personnel psychology. Experiences such as being assigned to a mule Skinner unit and then being upgraded to a clerk typist (Bob had no prior experience at either) while serving a year in Italy as well as having the opportunity to take two "boring" courses in introductory psychology had an impact on his career choice. The key decision point came after he left the Army and worked for Magnavox as a stock chaser, and at the same time, took a night course in applied psychology. Bob concluded that shortages of radio parts occurred because of personnel problems. Thus, after completing his BA in Psychology (Iowa, 1948), he entered graduate study in Industrial Psychology at Purdue University.

Bob studied with **Chuck Lawshe** and received his PhD in 1952 after completing a dissertation on the "employee load" of first line supervisors. Today, we would refer to his study as an investigation of the correlates of span of control.

Bob's academic career has been spent at Bowling Green State University. He began there as an instructor in 1952 and moved up to the full Professor rank in 1965; from 1966-71 he was chair of the Psychology Department at BGSU. He has had the opportunity to leave serene Bowling Green for occasional sabbaticals to such places as Berkeley (visiting associate professor, 1963-64), Albuquerque (visiting professor, summer 1965), Hawaii (consultant to the State's Department of Personnel Services, summer 1970), and Princeton (visiting research psychologist at ETS, 1971-72).

Bob has been quite active in Division 14 and APA. He was Division 14's President (1972-73), Division 5's Member-at-Large of the Executive Committee (1980-81), and APA's Chair, Board of Scientific Affairs (1978-81). However, 1981-82 has been a most active and rewarding year for Guion. In addition to being elected Division 14's Council Rep, he also became President-Elect of Division 5 and Editor-Elect of the *Journal of Applied Psychology* (effective January 1982). On the research side, Bob became a two-time winner of the James McKeen Cattell award for excellence in research design. The 1981 award was for a job evaluation project that utilizes item response theory; the 1965 award was for a study on the meaning of and motivation to work. These recent accomplishments won't slow him down, though; he has an outline for a new version of his 1965 classic textbook, "Personnel Testing."

With so many activities and commitments, Bob the pragmatist, sought ways



to save time. Experiences with **Ken Alvares**, as well as the deteriorating services of commercial airlines, caused Bob to pursue flying his own airplane. He belongs to a club that had two airplanes for use (currently down to one plane since the second plane met an unfortunate accident). Bob is licensed to fly single engine 4 seaters. Those who have driven with Guion in a car are trying to determine whether the skies or highways are now safer.

For leisure activities, Bob and his family have carried on his mother's tradition of candy-making, a task she learned during the depression. These days, Bob makes 120 lbs. for Christmas gifts. At other times, Bob participates in church activities, enjoys classical music, and considers what to do with a lathe in his woodworking shop. His more recent interest, playing the bassoon, was undertaken when he turned 50. He admits that he does not play it well and thus we may be fortunate that he only plays it in private. He does find playing to be therapeutic. Any interpretation of this interest and activity should be sent directly to Guion.

Finally, as *TIP* was discussing this Profile with Guion, he was most pleased to announce his proudest occurrence of 1981—he became a grandfather for the first time on December 13, 1981. So, if you should see Guion at a conference, convention, etc., ask to see a photo of his real "pride and joy."

## 14 TIPBITS

SHELDON ZEDECK

The last issue of *TIP* (vol. 19, no. 1, November 1981) drew a responsive though somewhat plaintive, chord from **Dave Bownas**. The profile on **Dick Campbell** acknowledged the many Campbells that have contributed to Division 14 and psychology. Dave sent *TIP* question no. 10 from his 1972 University of Minnesota preliminary exam in differential psychology: In one sentence for each, identify a contribution made by each of the following persons to differential psychology—(a) **Joel Campbell** (ETS), (b) **John P. Campbell** (U. of Minn.), (c) **David Campbell** (U. of Minn.), (d) **Donald T. Campbell** (Northwestern), and (e) **Richard Campbell** (AT&T). Dave did not have the nerve to make reference to tomato soup and found the entire exercise rather traumatic.

**Steve Doerflein** also responded to an item in the last issue, the "Merchant's Dinner" letter used to follow-up mail surveys. Steve informs *TIP* that the letter originated with **Herbert Toops** who mentioned it in his 1923 *Journal of Personnel Research* (vol. 2, 153-169) article on "Validating the Questionnaire Method." Steve has used the following as his follow-up: "We have not received your response to the XYZ follow-up and feel certain that wild horses must be holding it back. We have enclosed a packet of sugar and another copy of the XYZ. Please send the follow-up to us and distract the wild horses with the sugar." (A picture of a wild horse is superimposed on the letter.)

Since we informed readers that the *TIP* office has a full set of *TIP* issues we have served as an archive and provided copies of articles, notes, and listings to new I/O psychologists, authors of "readings" books, and attorneys. (We have even been informed that we repeated an old performance appraisal form—thank you, **Marshall Sashkin**.) We are pleased to add the above follow-

ups, with their appropriate sources, to the archives. A historical document that should be added to your collection is one by **Tom Harrell** (Graduate School of Business, Stanford University, Stanford, CA 94305). Tom presented "Some History of Military Psychology: A Personal/Political Account" to the San Francisco Bay Area I/O group. The paper is an informative and enlightening account of how psychologists became involved in I/O during the wars. Also, write to **Don Cole** (OD Institute, 1234 Walnut Ridge Road, Chesterland, OH 44026) for the International Registry of Organizational Development Professionals.

#### NEWS AND NOTES...

**Doug Bray** has been elected President of the American Board of Professional Psychology; also, on a recent trip to Japan, Doug was named honorary President of the Japan Human Assessment Association...**H. Warner Burke** has been elected to the Board of Governors of the Academy of Management...**Milt Hakel** ended 1981 with a number of nominations and elections. Milt has been nominated to serve on the Board of Trustees of the Association for the Advancement of Psychology. He is the only Division 14 member among 10 nominees for 5 vacancies in the Academic Research sector of AAP's Board. If elected he will succeed **Bill Owens**. Milt also has been elected Coordinator of the Research-Academic Coalition, APA Council and elected to the APA Board of Professional Affairs...**Earl Alluisi** will become chair of the APA publications board in February.

**John Bernardin** is the Eugene M. Lynn Distinguished Professor (for Winter quarter) at Florida Atlantic University. John will inform *TIP* readers in future issues as to who Eugene Lynn is; the only information he has presented at this point is that Lynn is *not* his uncle...**Richard J. Walsh** recently moved to CF&I Steel Corporation as their corporate psychologist and Manager of Employee Development...**Sam Shiflett** joined National Con-Serve, Inc., in Rockville, MD as a member of their Corporate Bridge Team.

**Ben Forbes** has spent the Summer and Fall 1981 semester as an A.A.C.S.B. Corporate Faculty Fellow with the Employee Relations Dept. at SOHIO conducting human resource planning studies...**Dick Jeanneret** announces the formation of Jeanneret and Associates, a reorganization of the Houston based management consulting practice formally known as LWFW. Joining the firm are I/O psychologists **Mort McPhail**, **John Moore**, and **Andy Neiner**. Part-time associates include graduate students **Rhonda Gutenberg** and **Daryl Wedding**.

**Seymour Adler** has joined the faculty at Stevens Institute of Technology in Castle Point, Hoboken, New Jersey...**John Cope** is the new member of East Carolina University's I/O faculty...**Bonnie A. Sandman**, and not Connie S. Sandman, is the new member of Division 14.

A final, sad note is that **Robert J. Wherry**, Professor Emeritus, Ohio State University, died in December 1981. Prof. Wherry was 77 years old.

THE DEADLINE FOR MATERIAL  
FOR THE MAY 1982 ISSUE OF *TIP*  
IS MARCH 15, 1982

#### PPSI Committee

##### MICKEY KAVANAGH

This year, the Public Policy and Social Issues Committee is moving in some new directions, and we need input from the membership regarding these activities. **Joe Sgro** and **Mickey Kavanagh** are investigating the possibility of writing and publishing a case book on ethical guidelines for I/O psychologists. This will be similar to APA's earlier version, however, it will cover only the I/O specialty ethical guidelines.

Several of the members of the committee are working on projects in the legal area. **Don Schwartz** is investigating the role Division 14 might play in developing a code of ethics for expert witnesses. Don will be coordinating his efforts with the American Bar Association. **Art Brief** is investigating ways in which we can educate the judiciary in regards to I/O content issues. He is hoping he can uncover some newsletters or publications which are routinely sent to judges, and then offer to write articles for them. **Don Mankin** is investigating ways in which Division 14 members can better inform their Senate and House representatives on issues important to I/O psychologists. He is also investigating the possibility of providing assistance and aid to organizations concerned with community economic development.

The committee's work with unions is continuing under **Sid Fine's** direction. He will be coordinating this effort with the Public Relations Committee. The effort will be to provide better information to unions about the activities and capabilities of I/O psychologists.

Finally, the PPSI committee is getting involved in the international area. **Bernie Bass**, currently the President of the Division of Organizational Psychology, IAPP, has a number of proposals completed for work in this area. This work could expand rather quickly, and thus, we will be increasing the size of the committee.

If you have any ideas or suggestions about these areas of the committee's work, please write to: **Michael J. Kavanagh, Department of Psychology, Old Dominion University, Norfolk, VA 23508**.

JOE'S LAW: The inside contact that you have developed at great expense is the first person to be let go in any reorganization.

#### INCORPORATION BALLOT TREND

As *TIP* went to press, the vote for incorporation was running 80% in favor. Official results will be announced in the May 1982 issue.

## REUNION CELEBRATES 25th ANNIVERSARY OF MANAGEMENT PROGRESS STUDY

ANN HOWARD

On November 20, 1981, a small group of distinguished participants gathered in Morristown, N.J. to celebrate the 25th anniversary of the Management Progress Study, AT&T's pioneering longitudinal study of 422 Bell System managers. Though its original purpose was to research adult development among managers in a large corporation, the study is best known for establishing the first management assessment center under the direction of **Doug Bray**.

Attending the reunion were 19 psychologists and Bell System executives who have made important contributions to the study over the years. Three retired Bell System executives in attendance were over 75 years of age; included was **Bob Greenleaf**, who originally hired Bray to begin the study in 1956. Division 14ers in attendance included Director **Doug Bray**; **Don Grant**, now retired from AT&T and at the University of Georgia; **Dick Campbell**, now Director of Management Staffing; **Ann Howard**, the current Associate Director of the Management Progress Study and its companion investigation of a new cohort, the Management Continuity Study; **Wes Clarke**, Vice President of Human Resources; **Joel Moses**, researcher and manager of operational assessment programs in the Bell System; and **John Hopkins**, Assistant Vice President of Personnel for South Central Bell.

Festivities for the day began with a Smorgasbord Breakfast at AT&T's Morristown office, followed by a tour of the Basic Human Resources Research section, hosts of the reunion and present site of the Management Progress



From left to right: Richard Campbell, Ann Howard, Don Grant and Doug Bray.

Study. Participants were rotated in small groups among four "stations," which provided nostalgia trips of early events and methods used in the study contrasted with new developments. Included were slides and photographs of the changing times and faces involved with the study, both staff and subjects, the 1400 volume library of raw data, and a demonstration of computer tabling and graphing methods, which stood in sharp contrast to the 6 foot long factor analysis of the original assessment dimensions, done by hand under **Don Grant's** supervision.

Following lunch were a series of formal presentations, including **Doug Bray** with some recent findings of the study at the 20-year mark, **Ann Howard** contrasting early MPS findings with those of the new cohort in the Management Continuity Study, **Dick Campbell** presenting a history of assessment centers in the Bell System, and **Joel Moses** reviewing assessment center developments outside the Bell System. The reunion day concluded with a cocktail party and dinner followed by reminiscences about the study from the participants present.

The 25th anniversary marked a milestone in the study's history but by no means its demise. The same subjects have been through three assessment centers to date with many intervening interviews. Another assessment focusing on retirement is planned for year 35, when more than half the assessees will be on pensions. AT&T willing, the researchers hope the Management Progress Study won't cease data collection until the year 2000.

## APPLIED BEHAVIOR ANALYSIS

JUDI KOMAKI

### Are You Really Sure The Program Works?

How do you separate fact from fantasy when you hear claims like: "150% jump in productivity," "\$2 million annual savings"? How can you determine whether or not a particular change resulted in the improvements you were hoping for when you made it?

The traditional way to assess program effectiveness is to use an experimental between-group or control group design. Unfortunately, suitable control groups are difficult to arrange in most work settings. As a result, virtually no data are available that can serve as a basis for judicious decisions.

### Evaluation Without Traditional Control Groups

Fortunately, a valuable alternative to control groups does exist. Called within-group or single-case designs, these methods are frequently used by behavioral psychologists to assess the effectiveness of changes introduced in applied settings (Komaki, 1977).

Instead of comparing a treatment group with a control group, comparisons are made within the group under study: that is, the group serves as its own control. The advantage of this is that one can draw sound conclusions about the effectiveness of changes while avoiding the problems and complexities of setting up a control group.

Among within group designs, the Multiple-Baseline Across Groups design

is probably the most suitable to work settings because it can use groups with previously established administrative boundaries. The groups can consist of different shifts, departments, branches, or divisions.

As its name indicates, the Multiple-Baseline design involves the collection of repeated measures of data on at least two (more is preferable) baselines. The second crucial feature of this design is the introduction of the program at staggered intervals.

In a recent study (Komaki, Barwick & Scott, 1978), for example, a training and feedback program was introduced in the wrapping department of a wholesale bakery after 5½ weeks of baseline. After performance dramatically improved, the same program was begun with the make-up department after 13½ weeks.

The rationale underlying Multiple-Baseline design is that comparisons can be made between phases *and* the results can be checked to see whether effects are replicated at different times. To determine whether a particular program is responsible for improvements, one must examine whether performance changes after the program is introduced and whether other groups yet to receive the program continue at their Baseline rates.

Because performance improved during, and not prior to, the program, in the above mentioned study *and* this result occurred again when the program was introduced in the second department, it was concluded that the training and feedback program was responsible for the changes.

Because within-group designs can verify cause-effect relationships without using control groups, decision-makers should use them more regularly when they have to select among the bewildering number of ways to evaluate methods of solving organizational problems.

#### References

Komaki, J. Alternative evaluation strategies in work settings: Reversal and multiple-baseline designs. *Journal of Organizational Behavior Management*, 1977, 1, 53-77.  
Komaki, J., Barwick, K. D., & Scott, L. R. A behavioral approach to occupational safety: Pinpointing and reinforcing safety performance in a food manufacturing plant. *Journal of Applied Psychology*, 1978, 63, 434-445.

#### SPECIAL ANNOUNCEMENT

A 1980 Addendum to the Survey of Graduate Programs in Industrial/Organizational Psychology and Organizational Behavior is now available to supplement the 1978 Survey. New information is available pertaining to 22 programs in I/O and OB. For those who want a copy of this addendum, please write to:

**Virginia R. Boehm  
SOHIO  
1521 Midland  
Cleveland, OH 44115**

#### EEO ISSUES

JAMES C. SHARF

Testimony of William Bradford Reynolds  
Assistant Attorney General  
Civil Rights Division

before the Subcommittee on Employment Opportunities  
Committee on Education and Labor  
House of Representatives  
on Affirmative Action and Equal Opportunity Enforcement  
September 23, 1981

(Editor's Note: The Civil Rights Division of DOJ has jurisdictional authority over public sector employers but not over private employers. Nevertheless, in the absence of leadership at the EEOC as of the time this testimony was given, the Assistant Attorney General's comments are relevant to employers in emphasizing a shift in enforcement policy which: 1) limits specific affirmative relief to identifiable victims of discrimination; and 2) emphasizes recruitment goals rather than hiring goals in pursuit of equality of opportunity rather than equality of employment.)

"The approach henceforth of the Department of Justice in the employment area in suits brought to enforce Title VII and similar statutes can be simply stated. We no longer will insist upon or in any respect support the use of quotas or any other numerical or statistical formulae designed to provide to non-victims of discrimination preferential treatment based on race, sex, national origin or religion. To pursue any other course is, in our view, unsound as a matter of law and unwise as a matter of policy. Race-conscious or sex-conscious preferences are, as history has shown, divisive techniques which go well beyond the remedy that is necessary to redress, in full measure, those injured by a particular employer's discriminatory practices."

"In the area of employment discrimination, Title VII of the 1964 Civil Rights Act prohibited discrimination against any individual with respect to his compensation terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, or national origin.... That Title VII mandated nondiscrimination in employment decisions was made clear not only in the Act's language, but also in the legislative debates preceding its passage. For instance, Senator Hubert Humphrey, a leading advocate of racial equality and a foremost proponent of the 1964 Civil Rights Act, unequivocally rejected the suggestion that Title VII was intended to countenance race-conscious preferences. His words are worth restating:

It is claimed that the bill would require racial quotas for all hiring, when in fact it provides that race should not be used for making personnel decisions.  
In like manner, remarks by other proponents of the legislation endorsed the view that Title VII established a principle of color-blindness in employment..."

"The basic outlines of the law are well developed and relatively clear. Title VII not only prohibits purposeful discrimination based upon race, sex, religion and national origin, but also prohibits employment practices which have a discriminatory effect, unless those practices are predictive of successful job performance or otherwise required by business necessity. A unanimous Supreme Court so ruled in 1971 in a decision by Chief Justice Burger and the Congress accepted that interpretation when it amended and extended Title VII in 1972 through the Equal Employment Opportunity Act of 1972, and when in 1972 and 1976 it adopted the Revenue Sharing Act and amended it and the Safe Streets Act."

"Where such provisions of Federal law have been violated, the courts have the power

and duty not merely to eliminate future discriminatory practices but also to correct the effects of past practices. And the Supreme Court has made clear in *McDonald v. Santa Fe Trails Transportation Co.*, that this statutory prohibition against racial discrimination applies to protect white employees with the same force as it protects black employees."

"During the late 1960's and into the 1970's minorities and women made significant strides in the field of employment with the assistance of such statutory and decisional law outlawing discrimination on grounds of race, sex and national origin."

"Relief for individual victims, however, began to be expanded into class-oriented relief, fostering the use of new hiring requirements designed to achieve immediate numerical equality among the races in the work place. Racial formulas, most notably in the form of hiring quotas, emerged under the byword of 'affirmative action.' This new concept went well beyond the traditional view that a racial or sex preference is permissible *only* when necessary to place an individual victim of proven discriminatory conduct in a position he or she would have attained but for the discrimination. In addition, 'affirmative action' became associated with the endorsement of such preferential treatment to aid persons who were not identifiable victims."

"The proponents of this view sought the granting of preferences, not simply to individuals who had in fact been injured, but to an entire group of individuals, based only on their race or sex. It mattered not that those who benefitted had never been wronged, or that the preferential treatment afforded to them was at the expense of other employees who were themselves innocent of any discrimination or other wrongdoing."

"By elevating the rights of groups over the rights of individuals, racial preferences such as I have just described are at war with the American ideal of equal opportunity for each person to achieve whatever his or her industry and talents warrant. This kind of "affirmative action" needlessly creates a caste system in which an individual is unfairly disadvantaged for each person who is preferred. A divisive influence is inevitably introduced into the workplace, the community, and the country as a whole."

"By embracing the principle of equal opportunity without preference in the field of public and private employment, the Justice Department in no way intends to relax its commitment to remedy proven discrimination. Fidelity to the ideal of equality demands that no individual be disadvantageously circumscribed in the workplace because of unlawful discriminatory practices. The Department is firm in its resolve to seek, in suits under Title VII and similar statutes, affirmative remedies such as backpay, retroactive seniority, reinstatement, and hiring and promotional priorities, to ensure that any individual suffering employment discrimination on account of race or sex be placed in the position that he or she would have attained in the absence of such discrimination."

"In some circumstances, the granting of such relief will serve to advance individual victims into seniority positions, or onto career ladders, in preference to incumbent white or male employees shown to have been improperly favored. Similarly, appropriate relief should and will be sought for those qualified individuals shown to have been discouraged from seeking positions because of past practices of unlawful discrimination on the part of the employer. Make no mistake about it: the Department of Justice will be unyielding in its enforcement efforts to deter and remedy completely identifiable injuries attributable to discrimination in the workplace."

"In addition to seeking full redress for individual victims, the Department will continue to seek injunctive relief directing the employer to make employment decisions on a nondiscriminatory race-neutral and sex-neutral basis. To ensure that the injunction is followed, we will require as part of the remedy that the employer make special efforts to reach minority or female workers through comprehensive use of employment recruitment techniques, such as media advertising and visiting high school and college campuses. In connection with this enhanced recruitment of minorities or women, the

Department will insist that the employer periodically file records of its recruitment efforts."

"Where appropriate, we will seek percentage recruitment goals for monitoring purposes. Such recruitment goals will serve as a triggering mechanism for Department inquiry into whether the employer has complied with the injunctive command to end its discriminatory practices. These recruitment goals will be related to the percentage of minority or female applicants that might be expected to result under a nondiscriminatory employment policy, after job related factors, such as age, education, and work experience among various applicants are taken into account. When combined with fair and nondiscriminatory selection procedures, they should be sufficient to correct the effects of past discriminatory practices."

"Because there may be legitimate, nondiscriminatory reasons underlying an employer's failure to satisfy a particular goal, the Department will *not* treat recruitment goals as inflexible standards which must be met by the employer without regard to qualification. At the same time, we will be alert to guard against employers, in an overzealous attempt to satisfy recruitment goals, engaging in reverse discrimination. Were we to treat the matter in any other light we would be vulnerable to the charge that we have sought to meet discrimination with discrimination. This the Department will not do."

"In sum, our approach will emphasize a three-pronged remedial formula consisting of (i) specific affirmative relief for identifiable victims of discrimination, (ii) increased recruitment efforts aimed at the group previously disadvantaged, and (iii) color-blind as well as sex-neutral nondiscriminatory future hiring and promotion practices. It is our view that such relief will effectively overcome the effects of past discrimination without prejudicing the legitimate interests of others in the work force."

## CATTELL AWARD DEADLINE DRAWING NEAR

The deadline for submissions of research proposals to the 1982 Cattell Award is **March 8**. The award is given by Division 14 for the best proposed research design in which basic scientific methods are applied to problems concerning human behavior in organizations. The Division holds the competition to encourage psychologists to take creative and rigorous approaches to organizational problems without being limited by the current availability of resources. The award is symbolized by an appropriate certificate and \$500.00 for the winning proposal. The winner will be requested to present an invited address at the 1983 APA Convention. Research designs may be submitted by any members of the American Psychological Association, or by any person sponsored by a member. Criteria for judging proposals include a) significance to the field, b) awareness and integration of relevant research, c) novelty of design, d) quality of information likely to be produced, e) appropriateness of analyses, f) theoretical and practical utility, and g) clarity and succinctness of writing. The proposed study should involve a bona fide organization or provide data that can be generalized to bona fide organizations. Also, the proposal must be capable of being implemented. Entries are judged by the Division 14 Scientific Affairs Committee without knowledge of the authors' names.

Entries and inquiries about the award competition should be sent to the **Secretary-Treasurer of Division 14, Dr. Virginia R. Boehm, Standard Oil of Ohio, 1521 Midland Building, Cleveland, Ohio 44115.**

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## American Psychologist Special Issue Examines Testing Issues and Controversies

In a special edition, the October 1981 issue of *American Psychologist* takes a probing look at not only the concepts, policies, practice, and research underlying the field of psychological testing, but also the centers of controversy that for the past quarter-century have surrounded testing use.

"In education, mental health, industry, and government service, testing procedures of various kinds have tremendous social impact, as is witnessed in this issue," write University of Pittsburgh psychologists and guest co-editors Robert Glaser, Ph.D. and Lloyd Bond, Ph.D. in their introduction to this American Psychological Association journal.

"But change is in the air," they continue, "and no one can regret that there is an awakening of individual, social, political, scientific, and professional concern. Public and professional scrutiny are both necessary and desirable."

The 209-page edition contains 20 invited articles by scientists and professionals who examine and interpret the use of testing along four major themes: the scientific, social, and historical foundations of testing; test bias, minimum competency, and other testing issues that have been the subjects of litigation and wide public debate; the many varied ways in which testing is now in use in society; and new directions for testing as well as the changing social context by which test procedures are being evaluated.

As part of these general themes, this special edition explores a range of specific areas, such as federal guidelines and professional standards, industry's use of employment tests and the search for alternatives, testing of linguistic minorities, educational use of tests with learning disabled persons in college admissions, testing for professional certification and licensing, and emerging trends in the clinical use of personality tests and behavior assessment procedures.

## **1982 Revision of Ethical Principles in the Conduct of Research with Human Participants**

APA's Committee for the Protection of Human Subjects is presently revising the publication *Ethical Principles in the Conduct of Research with Human Subjects*. The Committee has draft copies available for anyone wishing to read and comment on the revision. Comments must be submitted to the Committee before **April 1, 1982**. This document was first written in 1973, and was one of the first sets of ethical standards for research written by any organization. The document, which elaborates on Principle 9 of the *Ethical Principles of Psychologists*, is being revised to better reflect current research practice and current regulations.

Division Presidents received drafts recently for comment and the Committee would like anyone else who is interested to review the draft and respond.

One of the aids to understanding and following the *Ethical Principles in the Conduct of Research with Human Participants*, published by APA, is the use of examples throughout the text. These examples, or critical incidents, illustrate instances of contemplated or completed research either as examples of good or of poor ethical conduct on the part of investigators or others involved in the research.

The Committee for the Protection of Human Subjects is presently revising *Ethical Principles in the Conduct of Research with Human Subjects* and is seeking new material to be included in a companion casebook to these research principles. If you can think of some good examples, please contact the Committee with your incidents. You may know of incidents of conflict concerning proposed research projects, or situations where researchers were strongly ambivalent regarding a project or method, where human subjects' considerations play a part in that ambivalence. The Committee is seeking incidents, not just in the sense of horrible examples, but in the sense of teaching materials which include the balancing of competing values or even technical solutions to human subjects problems.

Areas of specific concern include consent/agreement, deception, protection against harm, freedom to withdraw, briefing, correction of consequences, and confidentiality. The list is not exhaustive and the Committee welcomes examples from other areas.

The incidents can be communicated in brief paragraph form, and could even be dictated for transcription by APA staff. Please call, or send material, or request copies of the draft from: **Virginia Blair, Administrative Associate, Scientific Affairs Office, 1200 Seventeenth Street, N.W., Washington, D.C. 20036, (202) 833-7596.**

## **UNIONS AS POTENTIAL CLIENTS AND RESEARCH SITES**

**NEAL SCHMITT**

As part of a continued effort to inform *TIP* readers concerning the work of psychologists with labor unions, I have reported on a number of projects in the past two years. Two additional projects have been brought to my attention, but equally important, I believe, are the number of research articles and papers currently appearing which directly involve unions.

**Sidney Fine** of Advanced Resources Research Organization reports that he recently completed another project with the International Union of Operating Engineers. The work involved the development of performance standards and content valid examinations for people working in the oil drilling industry. He also reports on a project he, **Ernest Primoff, James Caplan, and Ellen Eisner** completed for the Office of Personnel Management. The American Federation of Government Employees played an active part in the task analysis and completion of performance standards as well as entry level job sample tests to be used as an alternative to PACE.

The following papers all of which relate to unions have appeared in books or journals in the past two years.

Brett, J. M. Behavioral research on unions and union management systems. In Staw, B. M., & Cummings, L. L. *Research in Organizational Behavior*. Greenwich, Connecticut: JAI Press, 1980.

Gordon, M. E., & Nurick, A. J. Psychological approaches to the study of unions and union-management relations. *Psychological Bulletin*, 1981, 90, 293-306.

Gordon, M. E., Philpot, J. W., Burt, R. E., Thompson, C. A., & Spiller, W. E. Commitment to the union: Development of a measure and an examination of its correlates. *Journal of Applied Psychology*, 1980, 65, 479-499.

Hammer, T. H., & Berman, M. The role of noneconomic factors in faculty union voting. *Journal of Applied Psychology*, 1981, 66, 415-421.

Holley, W. H., Feild, H. S., & Crowley, J. C. Negotiating Quality of Work Life, productivity and traditional issues: Union members' preferred roles of their union. *Personnel Psychology*, 1981, 34, 309-328.

Kochen, T. A. Collective bargaining and organizational behavior research. In Staw, B. M. & Cummings, L. L. *Research in Organizational Behavior*. Greenwich, Connecticut: JAI Press, 1980.

These papers, and there are likely other similar ones, are encouraging for several reasons. They appear in the primary journals publishing I/O research, or in books intended to represent state-of-the-art research in I/O, and in several instances they represent research directed toward solving important union problems rather than being the by-product of research directed to the solution of management problems. None of them take the position that the union is the problem to be solved, eliminated, or prevented which has frequently been the orientation of much earlier I/O research.

We will continue to publicize similar efforts, if we receive information. If you or your colleagues are involved in research/consulting efforts with unions, send a brief description to **Tove Hammer, New York State School of Industrial and Labor Relations, Ives Hall, Cornell University, Ithaca, NY 14853** or **Neal Schmitt, Department of Psychology, Snyder Hall, Michigan State University, E. Lansing, MI 48824**.

## ASSESSMENT CENTER HAPPENINGS

JOEL MOSES

A number of Assessment Center happenings have occurred since this column last appeared in *TIP*. The following represents a potpourri of recent events.

Most recent was the 25th anniversary of the Management Progress Study, which is reported elsewhere in this issue of *TIP*. It truly was a memorable celebration to bring back former assessors who encouraged **Doug Bray** that this could turn into a notable research study if he could collect data for another 25 years or so.

Speaking of AT&T, a number of research based assessment center studies are in progress. Studies by **Manny London** (career counseling), **Kerry Bunker** (stress), and **Karen Lyness** and **Joel Moses** (ambiguity) all use applications of assessment center generated data and measurement to understand complex organizational behaviors.

Although not an assessment center in a pure sense, Looking Glass, Inc., the organizational simulation developed by **Morgan McCall**, **Mike Lombardo**, and **David DeVries** at the Center for Creative Leadership, is well worth exploring. Contact **Mike Lombardo** at **Center for Creative Leadership (919-288-7210)** for details.

It's not too soon to be planning for this year's International Congress of the Assessment Center Method. This year's Congress will be extra special, commemorating the 10th anniversary of the Congress. Dates for the Congress are June 23, 24, and 25 in Pittsburgh, PA (the town that assessment built). Contact **Shelly Johnson (412-257-0600)** for further details.

**Milt Hakel** and his staff at Organizational Research and Development, Inc. are developing an Integrated Personnel System for the Nationwide Insurance Companies. A job analysis data base covering 500 task statements, 500 managerial and professional jobs, and 3500 positions serves as the basis for redesigning and linking each of the personnel system components. The Managerial Assessment Center has been redesigned, and the job relatedness of its dimensions and exercises is documented by the job analysis database. The Center's main objective is development, although it may also play an increasingly important role in the early identification of managerial talent. The Center will be a key link in the staffing and career development functions of the Integrated Personnel System when the R&D work is completed.

**Bob Lorenzo** is conducting research as part of his doctoral dissertation at New York University on the developmental effects of serving as an assessor. What about other dissertations in progress? Please let me know, and I'll share these ideas with you in a future column.

**Lou Warriner**, who conducts assessment centers for the finance function at IBM, reintroduced the question of judgmental (clinical) versus statistical use of assessment center data at the 1981 Congress in San Diego. His research indicates that there may be some advantages to the statistical approach. His assessment center is based on the traditional model with subtle but critical differences in how data are generated and used. Lou is planning to present an update of his findings at the 1982 Congress in Pittsburgh.

Development Dimensions International is working with the American Association of Collegiate Schools of Business on a unique research project

involving the assessment center method. Under investigation is whether or not procedures can be developed to allow mass evaluation of graduate business students using business simulations. Ultimately, the process could be used for either developmental needs diagnosis or certification in managerial competence areas.

**Frank McIntire** reports that the Michigan Assessment Group is alive and functioning. Frank and **Bill Roskin** are developing a common base of assessment exercises for use in state based assessment operations.

**Gini Goehm** has written an excellent monograph, *Establishing the Validity of Assessment Centers*. Written for a lay audience, Gini addresses technical issues in ways to appreciate what you should do while waiting for the doctor to come. Copies of the monograph are available through Development Dimensions International (412-257-0600). *The Journal of Assessment Center Technology* is celebrating its fourth year of publication. Contact **Steve Cohen (305-898-9219)** for subscription information.

A final note...I've been trying to keep abreast of assessment centers in education and would like to hear about different applications, both as research topics in dissertations as well as operational programs in educational settings. Please call me (201-540-6919) if you know of any of these assessment center happenings. I'll report on this in my next column.

### SPECIAL ANNOUNCEMENT: **Edwin E. Ghiselli Award**

The **Edwin E. Ghiselli Award** will replace the James McKeen Cattell Award as the designation for the best proposal for research in I/O Psychology. Named after one of the chief proponents of a broad approach to research in I/O Psychology, the Ghiselli Award will become a symbol of excellence for those who earn it.

The Ghiselli Award needs to be funded by I/O Psychologists and their organizations. Each I/O Psychologist should feel the necessity to contribute at least \$10.00 for the establishment of the Ghiselli Fund and organizations which employ I/O types need to be asked for contributions. The Ghiselli Award is as important as anything else we support because it looks to the future; the award is for proposals, not accomplishment.

Send contributions to the Secretary-Treasurer, **Virginia R. Boehm, Standard Oil Company, Midland Building, Cleveland, Ohio 44115**, today. All contributions should be made out to "Ghiselli Fund." All contributions are tax deductible. Let's make this happen by showing our commitment to research.

## Government Research Activities

LAUREL W. OLIVER

The Military Testing Association (MTA) is an organization which has been in existence for almost a quarter of a century. As its title suggests, the organization was originally concerned with research on testing related to military personnel and occupations. Now, however, MTA's spectrum is much broader, encompassing a wide range of behavioral and social science research.

The last annual conference of MTA was held in October 1981 in Arlington, Virginia. Coordinated by the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI), the meeting was attended by military researchers from the United States, Canada, England, Australia, Belgium, and West Germany. The more than 370 registrants at the 1981 meeting attended sessions which were organized under four major topical areas: selection and psychometrics, occupational research, training and proficiency measurement, and organizational factors. These four areas included a wide variety of specific topics, including computerized adaptive testing, task analysis, performance appraisal, women in the military, measurement of organizational effectiveness, human information processing models, and use of interactive video for interpersonal skills training.

In 1983, the 25th annual conference of MTA will be held. In honor of this event, a special project is being conducted under the direction of **Raymond O. Waldkoetter** of ARI. The purpose of the project is to publish a series of books or monographs on military research. The first book in the series will be on personnel measurement and evaluation and will be edited by **Martin Wiskoff** of the U.S. Navy Personnel Research and Development Center (NPRDC) in San Diego and by Lieutenant Colonel **Glenn Rampton**, who heads the Directorate of Personnel Selection Research and Second Careers in the (Canadian) Department of National Defense in Ottawa. The publisher of the series will be Praeger Publications, a division of Holt, Rinehart, and Winston/CBS.

Additional volumes expected to be in the series are: *Occupational Analysis and Research*, edited by **Walter Driskill** of the U.S. Air Force Occupational Measurement Center (OMC) at Randolph Air Force Base, Texas, and **Michael Berger** of the U.S. Army Personnel Center (MILPERCEN) in Alexandria, Virginia; *Training Methods and Programs*, edited by **Henrick Ruck** of the U.S. Air Force Human Resources Laboratory (AFHRL) at Brooks Air Force Base, Texas, and **John Ellis** of NPRDC; and *Organizational Assessment and Technology*, edited by **Arthur C. F. Gilbert** of ARI and Lieutenant Colonel **William H. Hendrix** of the U.S. Air Force Institute of Technology at Wright-Patterson Air Force Base, Ohio.

The 1982 conference of MTA will be jointly coordinated by AFHRL and OMC. This 24th annual conference will be held at the Topicana Hotel, San Antonio, Texas, with registration commencing 31 October 1982. The meetings will take place 1-5 November 1982. The co-presidents of MTA are COL **Ronald W. Terry**, Commander of AFHRL, and COL **Paul P. Ringenbach**, Commander of OMC. Chairing the 1982 conference is COL **William C. Deboe**, and the Conference Coordinator is **Joe T. Hazel**. Any inquiries concerning MTA may be directed to Joe Hazel, whose address is **AFHRL/AZ, ATTN: Military Testing Association, Brooks Air Force Base, TX 78235**. His telephone is **512-536-3426** (commercial) or **240-3426 (AUTOVON)**.

## MORE EEO ISSUES:

"Bottom Line" Before Supreme Court: *State of Connecticut v. Teal*

JAMES C. SHARF

In 1976, three enforcement agencies issued the *Federal Executive Agency Guidelines* which introduced the "bottom line" as a practical means sought by employers of avoiding potential EEO liability. Section 4B of the FEA Guidelines defined the "bottom line" as follows:

"If the total selection procedure for a job has no adverse impact, the individual components of the selection procedure need not be evaluated separately for adverse impact."

One of the reasons it could not agree with the other three agencies was the EEOC's argument that: 1) Title VII defined discrimination in terms of the right of the individual, and 2) the Commission could not legally compromise the right of the individual even if the class benefited through elimination of the adverse impact. While the EEOC philosophically may well have been more interested in the benefit to the class of achieving the end of equal employment through the elimination of adverse impact, the FEA language was interpreted by the Commission as compromising its responsibilities under Title VII.

In 1978, the *Uniform Guidelines* finally achieved consensus between all four enforcement agencies. The Commission's earlier objections were met by recognizing the "bottom line" except where prior discriminatory practices were perpetuated by the current selection procedure or where the weight of court authority or *administrative interpretation* held that a particular procedure was not job related. In other words, the Commission reserved the administrative and prosecutorial discretion to go after individual components even where there was no overall adverse impact. This interpretation was chosen by the Second Circuit in 1979 in ruling in *Teal* that a *prima facie* case was established by the results of a component even though the overall results of the selection procedure did not result in adverse impact (see *TIP*, August 1981, 18(4) p. 42). The Supreme Court has agreed to oral arguments in *Teal* this Spring and a decision is anticipated by the Summer of 1982.

### *State of Connecticut*

Four black plaintiffs who had been temporary Welfare Eligibility Supervisors challenged an exam used as a first step by the Department of Income Maintenance. All four blacks failed the exam. The mean score for whites was 70.4% correct with blacks averaging 6.7% age points lower. The State sought to reduce the adverse impact of the exam by setting the cut score at 65 which was closer to the black mean. By so doing, 79% of the whites but only 54.2% of the blacks passed. If the test alone had been used for making selection decisions, the black selection rate would have been 68% that of whites. Instead, 23% of the black candidates were finally selected compared with only 13.5% of the whites.

### *Court of Appeals*

In reversing the lower court which had not found a *prima facie* case based on the overall results, the Court of Appeals found a *prima facie* case for the following reasons:

"Where all of the candidates participate in the entire selection process, and the overall results reveal no significant disparity of impact, scrutinizing individual questions or individual subtests, would indeed conflict with the dictates of common sense. Where, however, an identifiable pass-fail barrier denies an employment opportunity to a disproportionately large number of minorities and prevents them from proceeding to the next step in the selection process, a different result must obtain. Otherwise we would be adopting the position that regardless of the language of the statute Congress intended Title VII to protect faceless groups rather than individuals... In the case at bar, an employee selection device produced a readily discernible disparate impact upon the black candidates. The affirmative action effort taken by the defendants at the end of the process was of little comfort to the candidates who were not permitted to proceed beyond the allegedly discriminatory pass-fail barrier. Title VII was designed to protect the rights of individuals. It is clear beyond cavil that the obligation imposed by Title VII is to provide an equal opportunity for each applicant regardless of race."

#### *Department of Justice amicus brief to Supreme Court*

The DOJ *amicus* brief curtly notes that "The EEOC declined to join in this brief." In fact, the DOJ's support of the State of Connecticut in arguing in favor of the "bottom line" contradicts EEOC policy. In effect, the DOJ is calling this Administration's EEO policy. The following excerpts are from the DOJ *amicus* brief:

"An employer who insures that the results of his selection process are free from adverse impact should be allowed to exercise his management prerogatives concerning the details of that process without fear of liability to unsuccessful applicants. *Weber*.

Nothing in Title VII prohibits an employer from basing nondiscriminatory employment decisions in part on unvalidated tests. The Act is designed to eliminate discrimination from employment decisions, not to guarantee that such decisions will be logically sound. In *Furnco* this Court cautioned against interpreting Title VII to require employers to use the "best" hiring procedures, noting that "[c]ourts are generally less competent than employers to restructure business practices, and unless mandated to do so by Congress they should not attempt it." In the absence of discrimination, Title VII does not require that all employment decisions have "a manifest relationship to the employment in question." *Griggs*.

Thus, even if the challenged test had the effect of denying these plaintiffs jobs for which they were well qualified, that unfairness by itself does not establish a violation of Title VII."

"The court of appeals recognized the practical obstacles to such an expansive reading of Title VII, and thus ruled that the Act would not require validation of an employment procedure having a disproportionate adverse impact on blacks as long as all candidates participate in all parts of the process. This attempt by the court of appeals to limit its theory does not withstand analysis. The court of appeals suggested that the absence of a "pass-fail barrier" to further consideration would make it impossible to ascertain whether one or more of the components had an adverse racial effect. However, to the extent that unsuccessful candidates for selection cannot identify the discriminatory element in the selection process, disparate impact can be measured only by the final result, and the question involved in this case cannot arise. There may be situations in which all candidates are exposed to the entire selection process, but one facet of that process can be shown to exclude blacks in disproportionate numbers in precisely the same way as the test here does. For example, under the court of appeals' theory the employer here would escape liability if he simply had allowed all candidates, regardless of test scores, to participate in every step of the process. Under that system, the employer would be free to consider the results of the test scores, and, on the basis of that consideration, to promote the same individuals he did under the challenged system. It could still be shown that the lower test scorers were disproportionately

black, *i.e.*, that the effect of the test was to exclude disproportionate numbers of blacks from any real chance for promotion even though all were allowed to continue in other steps of the selection process. The final results in both situations would be precisely the same; the same individuals would be effectively excluded by the test. But the court of appeals would require the employer to prove the test's validity in one circumstance but not the other. This approach exalts form over substance. There is no reason why the same principle should not be applied in both cases. '[T]he overall results of the process should be deemed a fair barometer of the fairness of the process.'

## PUBLIC RELATIONS COMMITTEE REPORT

JERRY NIVEN

Our Secretary-Treasurer, **Gini Boehm**, has received a number of calls and letters from students requesting "face to face" contact with established I/O Psychologists to better understand our roles and activities. The Public Relations Committee has been asked to coordinate the development of such a counseling service. **Frank Walker** has agreed to be the focus for this activity and would welcome volunteers from among Division 14 members to serve as required in this counselling role. Please drop Frank a line at **Frank Walker Associates, Inc., 1211 Westshore Blvd., Tampa, FL 33607** if you would be willing to talk with students concerning I/O Psychology.

APA's Public Information Office has expressed a desire to work closely with the Public Relations Committee in providing career opportunity information on I/O Psychology. **Jim Outz** of Howard University will act as liaison between Division 14 and APA's Public Information Office in carrying out this activity.

**John Bernardin**, with **Bob Voytas**'s assistance, is again serving as coordinator in identifying Division 14 members to speak before Psi Chi Chapters and graduate student groups. If you know of a demand for speakers or if you have made such a presentation please advise John at the **Department of Psychology, Virginia Tech, Blacksburg, Virginia 24062**.

**Mark Lifter**'s committee activities, along with **Steve Wunder**, is the development of opportunities for Division 14 members to make presentations concerning I/O Psychology to appropriate business industrial or governmental groups. Should any of you know of such opportunities or have made such a presentation, please let Mark know at **Arthur Young and Company, 100 Renaissance Center, Detroit, Michigan 48234**. **Ed Robinson** and **Glenn Bassett** are putting the final touch on a suggested presentation outline for presentations to these groups. You will be advised of its availability.

The Public Relations Committee, as is the case with several other Division Committees, operates without a budget and must rely on assistance of the members in carrying out its public relations activities. If you have been active in promoting Division 14 or have suggestions for the Committee, please inform **Jerry Niven** at **The Boeing Company, P.O. Box 3707 (M.S. 10-09), Seattle, Washington 98124**.

## AWARD FOR DISTINGUISHED TEACHING IN PSYCHOLOGY

The American Psychological Foundation has established an annual "Award for Distinguished Teaching in Psychology." Nominations of deserving candidates for the 1982 award are now invited. The annual award is announced at the annual convention and includes a check for \$1,000.00.

The Committee will consider nominees who fit one or more of the following guideline areas:

1. Demonstrated influence as a teacher of students who became outstanding psychologists;
2. Development of effective teaching methods and/or teaching materials;
3. Engaged in significant research on teaching;
4. Development of innovative curricula and courses;
5. Outstanding performance as a classroom teacher;
6. Being an especially effective trainer of teachers of psychology;
7. Responsible for administrative facilitation of outstanding teaching.

Because the award is to be presented at the APA annual convention in August, 1982, nominations must be sent to the Committee by **March 15, 1982**. *Renominations are appropriate and will be reviewed without prejudice.* The Committee decision will be made by June 1, 1982.

A nomination form and a detailed statement of the guidelines and suggestions for documentation may be obtained by writing to the Chair of the Teaching Award Committee. In order to facilitate communication and the handling of nominations, an individual sponsor should be designated for each nominee.

Although a person may be nominated even though detailed documentation may not be available to the nominator, the nominator should make every effort to provide the necessary supporting information. In cases where documentation is unavailable, such information will be solicited from the nominee's home department.

Please send inquiries and nominations to: **Chair, APF Teaching Award Committee, c/o Adele Schaefer, 1200 Seventeenth Street, N.W., Washington, D.C. 20036.**

## NOTES FROM THE PROGRAM COMMITTEE

ED LEVINE

This year our headquarters hotel at APA is the Washington Hilton. We have been assigned 38 hours of program time during the standard convention hours of 9 AM-6 PM plus four hours during the 8 AM-9 AM time slot, which may or may not be scheduled at our discretion, and two more hours for invited addresses. An additional 10 hours is assigned to Division 14 for functions such as the Presidential Address, award presentations, etc. Notices of acceptance/rejection will be mailed during March, 1982 to individuals who submitted proposals to Division 14. The entire Division 14 program must be sent to APA by March 20, 1982. Our gratitude is extended to all those who submitted this year.

## APA COMMITTEE ON LEGAL ISSUES

The APA Board of Professional Affairs and its committees have pioneered the development of APA capacity to generate legal research and disseminate the research products. The research reports previously made available under BPA auspices were:

- 1) *The Role of Psychologists in State Legislation Governing Sex Offenders;*
- 2) *Psychologists and Civil Commitment; and*
- 3) *Psychologists in State Special Education Legislation.*

Recently the ad hoc Committee on Legal Issues (COLI) has commissioned research efforts complementing the ongoing work of BPA and extending the scope beyond the professional affairs area. The first fruits of the COLI efforts are now available, and the State Association Program Office is handling the distribution of the 4th through the 6th additions to the Legal Data Base:

- 4) *Privileged Communications of Psychologists*, by Mark B. DeKraai and Bruce Dennis Sales;
- 5) *Psychological Testimony on the Insanity Defense*, by Roberta A. Morris and Bruce Dennis Sales; and
- 6) *The Assignment of Responsibilities to Psychologists in State Guardianship and Conservatorship Proceedings*, by Thomas Hafemeister and Bruce Dennis Sales.

Each paper provides a fifty-state survey of applicable law in the respective subject area. Items 4) and 6) have been accepted for publication in *Professional Psychology*, and item 5) has been submitted for publication in another journal. Additionally, BPA recently authorized the distribution of the seventh report in the Data Base series. The report is entitled *"Psychological Corporations: A Review of State Professional Incorporation Statutes."*

These documents are distributed by the American Psychological Association as an informational service to the recipient. Although the legal research has been supported, at least in part, by APA, the conclusions and commentaries are those of the authors and are not statements of policy of the American Psychological Association.

Initial financing of the COLI research project was made possible by contributions from 6 APA Divisions, 3 other state-level groups, 13 State associations, 4 county-city groups, and 19 other individuals/organizations—as well as the APA general operating budget. This support is gratefully acknowledged!

APA is glad to make this material available. Your comments—including suggestions for future research topics—are earnestly solicited.

## APA COUNCIL APPORTIONMENT RESULTS

The results of the November APA Council Apportionment ballot are in and Division 14 did it again—4.6%. Thus, we retain 5 Council members. The Executive Committee thanks all for casting their ballots with Division 14.

## PRINCIPLES FOR THE VALIDATION AND USE OF PERSONNEL SELECTION PROCEDURES

### SECOND EDITION

Division 14's Executive Committee has adopted the *Principles for the Validation and Use of Personnel Selection Procedures (second edition)* as the official statement of the Division concerning procedures for validation research and personnel selection. **Bill Owens** and **Mary Tenopyr** were co-chairs responsible for this edition; an advisory panel of 24 experts participated in the revising and updating of the 1975 Principles. The purpose of this new edition is to specify principles of good practice in the choice, development, and evaluation of personnel selection procedures.

Each member of Division 14 has received a copy of the *Principles*. Additional copies can be obtained from **Virginia R. Boehm, SOHIO, 1521 Midland, Cleveland, OH 44115**. The price schedule is: \$4.00 each for 1-9 copies, \$2.50 each for 10-49 copies, and \$2.00 each for 50 copies and up.

## Journal of Occupational Psychology

An international journal of research into people at work. Published quarterly, covering industrial, organizational, engineering, vocational and personnel psychology, as well as behavioural aspects of industrial relations and human factors. Innovative or interdisciplinary approaches with a psychological emphasis are particularly welcome.

Contents of Volume 54, Part 4, 1981 (edited by Peter Warr, MRC/SSRC Social and Applied Psychology Unit, University of Sheffield, UK)

**H. Jungermann, P. Hahn & R. Ferger.** Observation of interaction processes in practical training  
**E. Piso.** Task analysis for process-control tasks

**B. W. Stening, J. E. Everett & P. A. Longton.** Mutual perception of managerial performance and style in multinational subsidiaries

**A. G. P. Elliott.** Sex and decision making in the selection interview  
**T. J. Bergmann.** Managers and their organizations: An interactive approach to multidimensional job satisfaction

**P. Cornes & D. Horton.** The measurement of rehabilitation centre social climates  
**G. N. Powell & D. A. Butterfield.** A note on sex-role identity effects on managerial aspirations

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## JOURNAL REVIEW SERVICE

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### EQUAL EMPLOYMENT OPPORTUNITY AND LEGAL ISSUES

**Archer, D. G.** Sex discrimination: Theories and defenses under Title VII and *Burwell v. Eastern Airlines, Inc.* *West Virginia Law Review*, 1981, 83, 605-632. Examines the court's ruling that disparate impact and disparate treatment be tested by business necessity and BFOQ, respectively. (RFB)

**Davis, G. T.** Compensatory and punitive damages in age discrimination in employment, *University of Florida Law Review*, 1980, 32, 701-730. Discusses for Title VII and the Age Discrimination in Employment Act cases and law on the following: practices prohibited; practices lawful, such as BFOQs, retirement, insurance, pension and seniority plans and other defenses; proving discrimination including statistics; and the complex problem of damages. (RFB)

**Novick, M. R.** Burden of proof/burden of remedy. *Public Personnel Management*, 1981, 10 (No. 3). This article examines the burden of proof issue regarding Title VII of the Civil Rights Act of 1964, as amended. The article explores the disparate impact of procedures used by testing professionals and proposes a methodology which could be of use in some situations. (MR)

**Ruderfer, F. D.** Sex-based wage discrimination under Title VII: equal pay for equal work or equal pay for comparable work? *William and Mary Law Review*, 1981, 22, 421-485. One of the more comprehensive and understandable summaries of these issues. (RFB)

**Thompson, D.** Performance appraisal and the civil service reform act. *Public Personnel Management*, 1981, 10 (No. 3). Public sector personnel administrators are faced with the challenge of employing under the Civil Service Reform Act (1980), which requires most federal agencies to develop at least one system for periodic, participatory, objective appraisal of employees' job performances. A review of current literature and case law is used to support the use of a management-by-objectives system to meet this challenge. (MR)

\_\_\_\_\_. Equal pay, comparable work, and job evaluation. *Yale Law Journal*, 1981, 90, 657-680. Describes facts of pay discrimination in sex-segregated jobs, the failure of Title VII and Equal Pay Act to reduce the discrimination, and favors comparable worth determinations through job evaluation. (RFB)

\_\_\_\_\_. Wage discrimination under Title VII after *IUE v. Westinghouse Electric Corporation*. *Virginia Law Review*, 1981, 67, 589-613. Unfavorable review of the court's rejection of the limitation of grounds for suit to equal pay for equal work. (RFB)

### MEASUREMENT

**Linn, R. L., Harnisch, D. L., & Dunbar, S. B.** Validity generalization and situational specificity: an analysis of the predication of the first-year grades in law school. *Applied Psychological Measurement*, 1981, 3, 281-289. Applied four different validity generalization estimates to results of 726 first-year law school grades. Results of the four estimates were quite comparable, suggesting a substantial degree of validity generalization but with some degree of situational specificity still remaining. (AB)

**Lord, F. M.** A prediction interval for a score on a parallel test form. *Educational and Psychological Measurement*, 1981, 41, 359-364. Provides rationale and table for predicting range of parallel test scores. (LBP)

Maxwell, S. E., & Howard, G. S. Change scores - necessarily anathema? *Educational and Psychological Measurement*, 1981, 41, 747-756. Considers circumstances in which analysis of change scores may be as acceptable as or preferable to analysis methods which use both pretest and posttest scores or only posttest scores. (LBP)

Nenty, H. J., & Dinero, T. E. A cross-cultural analysis of the fairness of the Cattell Culture Fair Intelligence Test using the Rasch model. *Applied Psychological Measurement*, 1981, 5, 355-368. Used the Rasch model to investigate possible "item bias" for the Cattell Culture Fair Intelligence Test with regard to a sample of American and Nigerian high school students. Found a few items which appeared to favor the American students and a few other items which favored the Nigerians, but the majority of the items were considered to be unbiased. (AB)

Stricker, L. J. The role of noncognitive measures in medical school admissions. *Applied Psychological Measurement*, 1981, 5, 313-323. A brief, general discussion, based on literature review, of the potential of various noncognitive measures (interviews, letters of recommendation, personality inventories, cognitive style measures, and objective performance measures) for predicting various aspects of medical school performance. (AB)

## STATISTICAL METHODOLOGY

Conover, W. J., & Iman, R. L. Rank transformations as a bridge between parametric and nonparametric statistics. *The American Statistician*, 1981, 35, 124-133. Considers the application of commonly used parametric analyses to ranked data. Comments by G. E. Noether, M. A. Fligner. (LBP)

Hamer, R. M. Nonmetric interactive multidimensional scaling with multiple subjects. *Applied Psychological Measurement*, 1981, 5, 359-354. Describes a method for nonmetric interactive multidimensional scaling of similarity judgements which is also capable of using responses from previous judges to supplement the judgments of a current subject. (AB)

MacCallum, R. Evaluating goodness of fit in nonmetric multidimensional scaling by ALSCAL. *Applied Psychological Measurement*, 1981, 5, 377-382. Provides two approaches to assist users of ALSCAL in evaluating goodness of fit in nonmetric two-way multidimensional scaling analyses. (AB)

Pruzek, R. M., & Rabinowitz, S. N. A class of simple methods for exploratory structural analysis. *American Educational Research Journal*, 1981, 18, 173-189. Describes simple modifications of principal components methods which are computationally efficient, relatively easy to understand, and provide universally improved fits to covariance or correlation values for the same number of factors or components. (AB)

## MISCELLANEOUS

*New Directions for Methodology of Social and Behavioral Science: Problems with Language Imprecision*, 1981, No. 9. Issue is concerned with problems of preciseness in language in developing measurement instruments, performing research, and reporting research results. Authors include W. Kruska, F. Mosteller, S. Pepper, L. R. Goldberg, R. B. Kuncel, and R. G. Turner. (LBP)

## Meetings: Past and Future

(1) The Society for Organizational Behavior (SOB) held its annual day and a half meeting in Chicago on October 2-3, 1981. The sessions were devoted to research sharing, panel discussions, and group discussions. Among those sharing information were Lyman Porter, Ed Locke, Pat Smith, Larry Cummings, Jim Terborg, George Graen, Greg Oldham, Mickey Kavanagh, Wally Borman, Charles O'Reilly, Shelly Zedeck, Barry Staw, Marv Dunnette, Neal Schmitt, Wayne Cascio, Chuck Hulin, Fred Fiedler, Karl Weick, Tim Hall, Paul Goodman, Milton Blood, Del Nebeker, John Wanous, Bob Guion, Howie Weiss, and Rich Klimoski. Topics shared included goal commitment, mistrust in management, decision-making, internal-external environment and organizational performance, management appraisal and leader-member exchange training, social comparison theory, poetry, marathon running, stress, burnout, assessment centers, Moonies, Satanic cults, consortium studies, utility analysis, cognitive resource utilization, equivalence of foreign-English versions of standardized scales, organizational history, mid-career planning, pride in work, reward systems, organizational socialization for career changees, comparable worth, and handwriting analysis. Readers are encouraged to match the topics with presenters and send their results to the TIP office. Lively discussions were initiated by such panel topics as habitual behavior in organizations (Dan Ilgen, Howie Weiss, and Jim Naylor), technology (Chuck Hulin, Denise Rousseau, and Greg Oldham), the future of the journals (Bob Guion, Milt Hakel, Jim Naylor, Karl Weick, and John Slocum), and production of services (Jeanne Brett, Steve Kerr, and Ben Schneider). Small group discussions centered around the following: comparable worth (Bob Guion), graduate training and recruitment (Milton Blood), funding under the Reagan administration (Neal Schmitt), stress (Mickey Kavanagh), the choice of variables in OB (Barry Staw), goal setting (Ed Locke), and leadership (Fred Fiedler). Jeanne Brett did an excellent job hosting the meetings and keeping the liquid refreshments flowing.

(2) "Performance Measurement: Directions for the Future" was the title of a conference planned by Frank Landy and Shelly Zedeck, sponsored by the U.S. Office of Personnel Management and Office of Naval Research, and held in Dallas, November 6-8, 1981. A small group of 15 behavioral scientists presented papers on basic problems and issues in performance measurement administration and research. Presenters were Wally Borman (Implicit Personality Theory), Robert Vineberg and John Joyner (Performance Evaluations in Military Settings), Ed Lawler and Monte Mohrman (Motivational Basis of Performance Evaluation), Paul Goldman (Performance Assessment from the Marxist Perspective), Ed Locke (Performance Assessment from the capitalist Perspective), Terry Mitchell (Interaction of Organizational Variables and the Evaluation Process), Tim Hall (The Impact of Individual Performance on Organizations), Rick Steers and Tom Lee (The Interaction of Evaluation and Commitment), Jack Hunter (Comparison of Objective and Subjective Estimates of Performance), Virginia O'Leary (Performance Evaluation and Stereotypes), David Palermo (Cognitive Theory and Performance Ratings), and John Campbell (Models of Performance). Discussants for these papers included Rich Shweder, Charles Curran, Jack Bartlett, Frank Schmidt, Barbara Lerner, Paul Goodman, Barry Staw, Larry Cummings, Bob Guion, Dan Ilgen, Tory Higgins, and Jim Naylor. Over 70 observers found the sessions rewarding.

stimulating, and enlightening. The proceedings of the conference will be published in late 1982 by Lawrence Erlbaum Publishers.

(3) The **Metropolitan New York Association for Applied Psychology** (METRO) is co-sponsoring, in cooperation with the Bureau of National Affairs (BNA), a two-day conference (March 22 and 23) in New York City. **"Current Directions in Productivity—Evolving Japanese and American Practices."** Topics include: Theory Z and Japanese Productivity; Managerial Practices in Japan's Steel Industry; Kawasaki's Experience in Lincoln, Nebraska, QWL—The American (Made in the USA) Response; QWL at General Motors; American Productivity Strategies—The Naval Materiel Command; The Dollar Value of Productivity Enhancement Through Personnel Selection; Integrating the New Wave of Robots With Human Elements in America's Industrial Productivity; Automating Professional Productivity in America; Sharing Productivity Gains With American Workers, and Productivity Experiments—A Review of the Experimental Evidence.

Organizations presenting include the American Productivity Center (of Houston), the Japanese Steel Information Center, SONY, the American Center for Quality of Work Life, and Booz Allen.

Speakers include Columbia's **Nina Natvany**, Professor **Shioji** of Harvard's Center for International Affairs, G.M.'s **Dutch Landen**, Kawasaki's **Bob Summers**, DDI's **Bill Byham**, Industrial Engineer **Mitch Fein** and LIMRA's **Bill Love**. The Luncheon speakers will be 1) **Egil Milberg**, Director, Office of Productivity, Technology and Innovation, U.S. Department of Commerce and 2) trade unionist and now New York Industrial Commissioner of Labor, **Lillian Roberts**. Discussants are **Ginny Schein**, **Ray Katzell**, **Bill Alper** and **Dick Lazar**.

To be placed on the mailing list for the METRO conference, drop a note to the Conference Chairman, **Ron Shepps, Director Sales Manpower Research and Planning, Metropolitan Life Insurance Company, One Madison Avenue (Area 5G) New York, NY 10010**, or call Ron at Metropolitan Life, 212-578-3396.

Two other conferences (also co-sponsored by BNA) on productivity to be presented this Spring share the title, format and a few of the speakers of the METRO conference. One will be held in Washington, D.C. on April 22-23, hosted by the Personnel Testing Council of Metropolitan Washington, a group active since 1977 with nearly 200 members, including a good Division 14 representation. Details are available from **Andy Crosby (202) 376-0516**, or **Hannah Hirsh (202) 632-8502**. The other conference will be held in Houston on May 13-14, presented by the Houston Area Industrial/Organizational Psychologists: details are available from **Jim Caplan (713) 656-3226**.

(4) The **Southeastern Industrial-Organizational Psychological Association** (SEIOPA) will hold its annual meeting on Wednesday, March 24, 1982 in the New Orleans Hilton. Division 14 members scheduled to be on the program include: **Jim Caplan, Bob Guion, Jack Larsen, Jack Miner, Joel Moses, Paul Sparks, and Bill Sauser**. Anyone interested in a final program announcement should contact **Ron Johnson, College of Business Administration, Texas A&M University, College Station, Texas 77843**. Plans are also being finalized for an I/O workshop to be conducted by **Paul Sparks** the evening of March 24. **Tove Hammer and Stan Silverman** are coordinating the planning.

(5) The **Southern Management Association** is planning its 1982 meeting that will be held Nov. 10-13 in New Orleans. The theme of the conference will be "Contributions of Theory and Research to the Practice of Management." Proposals for papers, seminars, and workshops should be sent to **William H. Holley, Management Department, Auburn University, Auburn University, Alabama 36849** by **April 13, 1982**.

(6) The **12th Annual Information Exchange on "What is Happening in Organization Development"** will take place April 20-23, 1982 in Chicago. For details, contact **Peter Sorensen, George Williams College, 555 31st St., Downers Grove, Illinois 60515**.

(7) **Virginia Tech Symposium: Behavioral Science and Environmental Policy:** The Department of Psychology at Virginia Polytechnic Institute and State University is pleased to announce the Fifth Annual Symposium on Applied Behavioral Science to be held May 13th and 14th, 1982 in Blacksburg, Virginia. The theme of this symposium will be "Behavioral Science and Environmental Policy," and featured speakers will include psychologists (**John M. Darley, Paul Slovic, Edwin Willems, and Ervin H. Zube**), economists (**Dwight Lee and Robert D. Tollison**), engineer (**Eric Hirst**), geographer (**Thomas Wilbanks**), physicist (**Marc Ross**), and the winner of the Second Annual *B. von Haller Gilmer Award*. This year the *Gilmer Award* will be for the outstanding research paper related to the symposium theme: Environmental Policy. A \$200 honorarium and expenses (continental U.S.) to attend the symposium will be awarded the winner. The paper may be research based, theory oriented, or both; and it will be published in the Proceedings of the Symposium. Competition is open to all. Submissions should be typed (double-spaced) and submitted in quadruplicate. Send papers and all correspondence to either of the symposium co-directors, **E. Scott Geller or Richard A. Winett, Department of Psychology, VPI & SU, Blacksburg, VA 24061**. The deadline for receipt of all papers is **March 15th, 1982**. The winner will be contacted by April 1, 1982.

## National Directory of Women's Organizations Now Available

A national directory that provides the most comprehensive and up-to-date listing of organizations concerned with women's issues is now available. *A Woman's Yellow Pages: 570+ Organizations Concerned With Women's Issues* has been published by the Federation of Organizations for Professional Women (FOPW). This 100-page reference work contains a compilation of national organizations concerned with women's issues with separate listings for their women's committees, caucuses, and divisions. Also included are groups providing resources on women's issues such as government agencies, research institutes, clearing houses, and publishers. Resources providing additional information on the groups and their leaders are described.

To order, send a self-addressed mailing label and a check for \$5.50 (\$4.00 plus \$1.50 for postage and handling) to the Federation of Organizations for Professional Women, 2000 P Street, N.W., Suite 403, Washington, D.C. 20036. Checks should be made payable to "FOPW." Prepaid orders only.

## METROPOLITAN NEW YORK ASSOCIATION FOR APPLIED PSYCHOLOGY

METRO was established in 1938 in the greater New York-New Jersey area as an association of psychologists and other professionals interested in the development of applied behavioral science. The membership is drawn from public and private employers, consultants in industrial and organizational psychology, and research and academic organizations. Members meet monthly, from September to May, to hear prominent speakers, socialize and discuss issues of current interest to professionals in the field. For those wishing to join METRO for the 1981-82 year (it's necessary to renew membership each year), please phone or write in care of: **Dr. Linda Cassell Jones, GTE World Headquarters, One Stamford Forum, Stamford, CT 06904, 203-965-2614/2079.** The balance of the 1982 meetings will be held in the Grand Hyatt Hotel in New York City.

October 13	<b>Mr. Lawrence Lorber;</b> "A Washington Perspective: The New Affirmative Action Guidelines and Other Budding EEO Issues"
November 18	<b>Dr. Richard Campbell;</b> "The Selection and Development of Managers"
December 15	<b>Dr. Larry Cummings;</b> "Organizational Behavior: Evolution or Revolution?"
January 21	<b>Mr. Buck Blessing;</b> "Why Performance Appraisal (Often) Doesn't Work, and Some Things To Do About It"
February 18	Ground Hog's Day Dinner: <b>Dr. Edwards Deming;</b> "Some New Principles of Training and Supervision"
March 22 & 23	<i>Conference (co-sponsored with BNA);</i> "Japanese and American Approaches to Productivity"
April 20	<b>Dr. Virginia Schein;</b> "The Politics of Implementation"
May 20	<b>Dr. David Sirota;</b> "Worker Attitudes Toward Productivity: Diagnosis & Findings"
June 22	Luncheon: <b>Dr. Herbert J. Freudenberger;</b> "Executive Burnout"

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## POSITIONS AVAILABLE

LARRY FOGLI

- (1) New York University, Department of Psychology, Faculty Vacancy in Industrial/Organizational Psychology. NYU seeks new or recent Ph.D. applicants for a tenure-track position starting September 1982. Responsibilities include graduate and undergraduate instruction with moderate teaching load. "Seed" funds available to assist research; cooperative relationships exist with companies in metropolitan area. Candidates should have interests and experience in research and application in the field of I/O Psychology. Quality of candidate's background is more important than particular substantive specialty. Send resume, list of graduate courses, names of references, and copies of publications or manuscripts to **Madeline E. Heilman, Chair, I/O Search Committee, Department of Psychology, New York University, 6 Washington Place, New York, NY 10003. Phone: (212) 598-2651.** Appointment is subject to availability of funding and the approval of the provost. NYU is an equal opportunity/affirmative action employer.
- (2) Personnel Selection Consultant I and Personnel Selection Consultant II: California State Government needs several specialists in Sacramento. The work involves planning, organizing, and conducting original research to evaluate existing selection methods and techniques; developing selection research hypotheses; advising staff on methods to be used in refining selection and/or occupational licensing-certification programs; assisting in planning and conducting the training of staff in research methodology and design. Hiring list will be used over the next 12 or 24 months. Personnel Selection Consultant I (\$2278-2748) can be a working supervisor level or be responsible for multi-phase projects of a difficult and sensitive nature. Personnel Selection Consultant II (\$2501-3019) is a full supervisory level coordinating programs that may involve all phases of personnel selection. For information concerning minimum qualifications and the application process contact **Jerry Beaman** in Sacramento at **(916) 322-5436.** FINAL FILING DATE: 4-15-82.
- (3) The University of Tennessee Industrial/Organizational Psychology Program—Tenure track position, assistant professor. Teach in intercollegiate I/O Psychology MS/PhD program, also DBA, MBA and undergraduate business programs. Degree in I/O Psychology preferred. Background should include heavy emphasis upon applied measurement, statistics and design, as well as personnel psychology. Will be expected to conduct research and serve on master's and doctoral committees including directing research of students after approval of Graduate Council. Send letter of application and résumé to **John M. Larsen, Jr., Director, Industrial and Organizational Psychology Program Committee, 413 Stokely Management Center, College of Business Administration, The University of Tennessee, Knoxville, TN 37996-0545.** The University of Tennessee-Knoxville is an Equal Employment Opportunity, Affirmative Action, Title IX, Section 504, employer.
- (4) Assistant or Associate Professor: The Department of Psychology at RPI anticipates a tenure-track position opening for an assistant/associate professor in September 1982. The successful applicant may teach courses in either industrial/organizational psychology or human factors (cognitive) psychology and will be expected to teach graduate-level statistics. Minimum qualifications are: a Ph.D. degree in either industrial/organizational psychology or human factors psychology and demonstrated attainment appropriate to years of education and work experience. Salary competitive. Closing date for this announcement is **March 15, 1982.** Send CV, three letters of recommendation and supporting documentation to **Dr. J. M. Madden, Search Committee Chair, Department of Psychology, Rensselaer Polytechnic Institute, Troy, New York 12181.** RPI is an equal opportunity, affirmative action employer.

(5) Medina & Thompson, Inc., a firm of management consulting psychologists, is seeking psychologists for consulting with middle and upper management in the U.S. and abroad. Chicago and Los Angeles offices. Responsibilities include evaluation, counseling, group work and workshop/seminars. Ph.D. required. Business experience desirable. Contact Dr. Robert F. Medina at Medina & Thompson, Inc., 100 South Wacker Drive, Chicago, 60606. Telephone: 312-372-1804.

(6) ONTARIO HYDRO, a Canadian provincial electrical utility, has opportunities in its Human Resources Planning Department. Responsibilities involve internal consulting with line management across a range of human resource management areas including assessment of potential, succession planning, career planning, selection assistance at the management professional level and equal opportunity. In addition to technical competence in assessment and planning techniques, the successful candidates should possess strong interpersonal, conceptual, communication and organizational skills. Candidates must be able to satisfy Canadian immigration requirements. Send resume and quoting File No. 1-TIP-689 to: **Jack A. Low, Senior Staffing Officer, Employment and Placement Department, Ontario Hydro, 700 University Avenue, Toronto, Ontario, MG5 1X6.**

(7) Psychology. Tenure-track faculty position available Fall 1982, for industrial/organizational psychologist. Duties: teach and develop undergraduate and graduate courses in organizational and industrial psychology, teach other psychology courses as needed, advise students, including direct M.A. thesis research, and participate in dept. and univ. activities. Qualifications: Ph.D. in psychology or related field, commitment to teaching and scholarly potential required. Teaching and research experience preferred. Rank: instructor or asst. prof.; salary \$15,000-\$23,000. Send curriculum vitae and 3 letters of reference by **March 1, 1982**, to: **Search Committee, Psychology Dept., Towson State University, Baltimore, MD 21204.** An Equal Opportunity, Affirmative Action Employer.

(8) The Organizational Technology Division of Technology Systems International has career opportunities for Applied Behavioral Scientists. Experience with general HRD consultation and QWL involvement programs in union labor force industrial settings is desirable. Division has a strong practitioner focus with requirements for high calibre service contracting skills. Initial net compensation should exceed \$70K, per annum. Our service team has high union-management neutrality, appreciation for "eustress," no professional dissonance and high respect for interdependent accomplishment of solid results under difficult conditions. Please send a resume and a statement of career goals to: **OT Staff, Ste. 408, First Bank Ithaca Bldg., Ithaca, N.Y. 14850.**

(9) The Department of Psychology at Virginia Tech invites applications for a tenure-track appointment as Assistant Professor beginning September, 1982. Ph.D. in Psychology required. Applicants who have training in experimental social psychology and desire to pursue research in social-organizational psychology are also invited to apply. Teaching and research in a 29-member department which offers the M.S. and Ph.D. degrees with a specialization in I/O and which has 5 faculty members in this area. Emphasis of program is on theory and research methodology in Industrial/Organizational Psychology. Virginia Tech, located on a 2,300 acre campus between the Blue Ridge and Allegheny mountains, is Virginia's land-grant University and has a current enrollment of 21,000. Send vita to **Dr. Joseph A. Sgro, Industrial/Organizational Position Search Coordinator, Department of Psychology, Virginia Polytechnic Institute and State University, Blacksburg, Virginia 24061.** Virginia Tech is an equal opportunity/affirmative action employer.

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